

DD/S 72-0762

MEMORANDUM FOR: Director of Central Intelligence

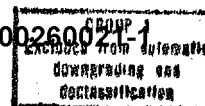
SUBJECT : Management Improvement in the Support Directorate

1. Paragraph 7 of this memorandum contains a recommendation for your approval.

25X1A 2. In September 1971 I convened a three-day conference of some 80 members of the Support Generalist Career Service representing all age groups and the full range of Agency experience. In December I spent a weekend at the [redacted] with the Assistant Deputy Director for Support and the Directors of all of the Support Offices. While these conferences served a number of very useful purposes and produced a significant variety of recommendations upon which we are taking separate action, we also identified and resurfaced a number of ideas and concerns which I believe deserve further attention.

3. We hear from amongst ourselves allegations that the Support Directorate is not fulfilling its proper role in the Agency; that our service philosophy of the past 15-20 years is the wrong philosophy for the next 20; that it is the right philosophy and should be preserved rather than changed; that we are nothing more than the housekeepers charged with doing the donkey work of the organization; that we should be its managers; that our proper role lies somewhere in between. We hear that we are recruiting the wrong kinds of people for the Support Directorate; that we are over-recruiting over-qualified people for the support job that has to be done; that we are losing the brightest of the bright young professionals and retaining only those who are not bright enough to make a place for themselves anywhere else; that these allegations are not true; that statistics won't support them; that we are recruiting the right people in the right numbers for the right kinds of jobs and we are holding them. We levy charges against ourselves that we are doing a poor job of planning; that our management would be improved if we could get away from responding to crises and reacting always to unexpected requirements levied upon us by customer

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components; that while our planning could stand some improvement, generally it is adequate for most management purposes. We find the same general range of views occurring among our people about ourselves in relation to virtually every principal aspect of our support program, management and philosophy.

4. It is not my intention nor my desire to convey the idea that we have problems of catastrophic proportion. On the contrary, we feel that we have come a long way in Support management; generally we seem to be satisfied with where we are; we do have some uneasiness that we shouldn't allow ourselves to become complacent; we have some intuition that everything may not be as rosy as it appears on the surface; and we have a genuine interest in improving our management if we can bring into focus those areas most deserving of attention. We do have evidence, however, that there are a wide variety of disparate views about the Support philosophy, role and management.

5. In order to find out what the true situation is and do something about it, I propose to undertake a comprehensive Organization Development program in the Support Directorate with the broad purpose of resolving the problem of how we can really achieve a more effective organization. I plan to go about this in relatively a low key way and over a period of perhaps a year develop an analysis of where we are now as an organization; where we would like to go in the future; and how we can best get to where we want to go from where we are now. I plan to launch this program using limited resources which I will make available from within the Support Directorate, but I would also plan to call upon the services of highly qualified organization development consultants from outside the Agency if and when that seems to be the prudent and productive thing to do. In the course of this program it will be necessary to call upon people in the other major components of the Agency for assistance in the gathering of data and collection of information but I would not expect to place any significant burden upon them. We may be calling upon small portions of their time but will not otherwise add to the burden of their present workload.

6. If this program is to be successful and produce any long term rewards for the Support Directorate and the Agency it will be necessary that I have your endorsement and approval.

7. Your approval for the Support Directorate to undertake a comprehensive Organization Development program is requested.

John W. Coffey
Deputy Director
for Support

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SUBJECT: Management Improvement in the Support Directorate

CONCUR:

Thomas H. Karamessines
Deputy Director for Plans

Date

Edward W. Proctor
Deputy Director for Intelligence

Date

Donald H. Steininger
Acting Deputy Director for Science and Technology

Date

W. E. Colby
Executive Director-Comptroller

Date

APPROVAL:

Richard Helms
Director

Date

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ORGANIZATION DEVELOPMENT

What Is It?

1. Warren G. Bennis in his "Organization Development: Its Nature, Origins, and Prospects" says "organization development is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges."
2. Richard Beckhard in "Organization Development: Strategies and Models" says "organization development is an effort (1) planned, (2) organization-wide, and (3) managed from the top to (4) increase organization effectiveness and health through (5) planned interventions in the organizations 'processes' using behavioral science knowledge."
3. In "Corporate Excellence Through Grid Organization Development" Blake and Mouton say "the purpose of organization development is to achieve an excellent corporation the roots of organization development lie in four major concepts they are discovery, education, correction, and prevention. Discovery is the first concept--that through the application of scientific methods, basic processes of nature can be brought under human control. Education is based on the idea that knowledge and skill can be acquired. One useful application is to increase mastery of the environment. Correction is one way of using knowledge to change or eliminate conditions that are barriers to effectiveness. Prevention is based on the concept that through the use of knowledge and skill, barriers which reduce effectiveness can be anticipated and avoided so that they do not become chronic."
4. Samuel A. Culbert and Jerome Reisel in an article called "Organization Development: An Applied Philosophy For Managers of Public Enterprise" which appeared in the March/April 1971 issue of the Public Administration Review define organization development as "an application of behavioral science knowledge that provides managers a technology for managing change in their organization."
5. A Glossary of Organization Development Terminology prepared by Kepner--Tregoe and Associates, Inc. define organization development as a "process for increasing the effectiveness of the organization. It involves assessing the total organization, setting objectives, integrating plans to accomplish the objectives and then implementing them."

6. It would appear that everyone who has written anything on the subject of organization development has defined the term to suit himself. If there is a distillate from all of these definitions, it might be said that organization development really means developing the organization. It is a constant and continuing process to improve the effectiveness of the organization and its management by seeking to gain the maximum professional utility of its human resources. The concept of organization development has come into flower only during the past ten years. It employs a wide variety of strategies and techniques which frequently tend to be identified as organization development in its entirety. Some of these are team building, sensitivity training, confrontation, consultative management, participative management, management by objectives, force field analysis, situation analysis, T-groups, and many other similar techniques.

SO, WE OUGHT TO GET STARTED ON OD

*a basic format
for approaching
organization development*

There are many ways to launch an organizational development effort — preferably by using an outside bona fide consultant, an inside catalyst and by having top representatives attend a public organizational development seminar — i.e., Managerial Grid or team-building ones, or an organizational development appreciation session. These can be conducted by reputable people and tailored to your organization's needs. All or even one of these will be useful to help get "seeding" underway in the organization.

A sophisticated program may require all of them, as they serve for a foundation for organizational development. However, some firms cannot afford any of the above — or perhaps only a single portion of the above. Yet the desire to get started exists. By what other means then can one get an organizational development movement off the ground?

Take an organization where, through some minimal reading or exposure, a top man or a few principals are caused to "see the light" — or "feel the need" — yet the firm just doesn't have the financial resources for a full-fledged introductory program.

Organizational development sounds extremely complex, and it can be. But, it can start on a low key and be kept simple by practical, concerned men who together can subscribe to actions along the following lines:

1. Participatively establish an organizational development objective to give their organization a sense of direction.
2. Dedicatedly pursue the objective for the course of a year.

The outcomes of these two actions will be surprising and that firm will be on its way to new organizational horizons.

ANNUAL OBJECTIVES

Here is a jumping-off point in the form of a stated sample annual objective:

next best a vertical slice, or least effective a horizontal slice, form interaction groups or teams; with top management participating. To extent possible mix staff, line and specialists therein. Their purpose is to resolve, on a team consensus basis, the problem: "How can we really achieve a more effective organization?"

How this problem is approached is vital. It is conceived that out of it will grown an analysis of:

1. Where we are as an organization,
2. Where we want to go,
3. Problems or obstructions to our progress,
4. Causes thereof and
5. How we can best get to where we want to go from where we are.

More importantly, the vital concept of participation, involvement and commitment of the total management force somehow needs to be related to this whole objective. The extent and process in this objective will be left to our management team's determination. Climate and trust are of utmost significance as free, unobstructed communication is essential. The goal is continuing pursuit of excellence — in all things over the period of the forthcoming year.

Assess results by number of significant problems identified, principal causal factors determined, and positive actions taken.

Agreed, this is a basic format, but, from the valuable experience of one year, properly nurtured, should come the resources to afford a full-fledged organizational development program. A journey in excellence starts with but a single step. The above can be that step.

ACKNOWLEDGMENTS

Writings of Blake, Mouton, Likert, Odiorne, et al.

PAUL O'ROURKE
Chief
Training and
Taxpayer Education Branch
Internal Revenue Service
San Francisco, California

Organizational Development Objective:
Through a diagonal slice, or

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Remarks:				
Oz: Attached is a copy of a memorandum I propose to submit to the other Deputies and the Executive Director-Comptroller for concurrence en route to the Director. I believe the memorandum is self-explanatory but somewhat bare-bones for our internal purposes. I would appreciate your considering it carefully and coming to our next Tuesday Executive Staff Meeting prepared to discuss it. I will describe in greater detail at that time what I have in mind, what it means to each of us, and how I plan to go about it. John W. Coffey				
FOLD HERE TO RETURN TO SENDER				
FROM: NAME, ADDRESS AND PHONE NO.			DATE	
Deputy Director for Support				

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